

~~CONFIDENTIAL~~
CIA-RDP78-04718A001500050009-3

DD/A

B. With Respect to Security

That greater security be developed at all levels of the Agency to the end that the good name of the United States and the fulfilment of C.I.A.'s important mission may not be jeopardized. The following steps should be taken to accomplish these objectives:

1. Elimination, to the maximum extent practicable, of provisional and preliminary clearances in the security processing of prospective Agency personnel. (Action Security)
2. Improved and more standardized security processing of alien operational personnel prior to their use by the covert services overseas. (Action DD/P in coordination with Security)
3. Immediate completion of full field investigations and polygraph examinations of the several hundred Agency personnel who have not yet been fully processed. (Action Security)
4. Establishing of uniform and tighter security procedures at headquarters and suitable safeguards in the field the better to insure the security of the Agency's facilities, operations, sources and methods. (Action Security)
5. Insurance of the closest possible coordination of the counterespionage activities of the covert services with the over-all counterintelligence activities of the Office of Security to prevent, or detect and eliminate, any penetrations of C.I.A. (Action Security)

6. Augmentation

~~CONFIDENTIAL~~~~CONFIDENTIAL~~

~~SECRET~~
CONFIDENTIAL

DD/A

6. Augmentation of the present sound policy of polygraphing all new employees and all personnel returning from overseas assignments to include periodic rechecks of all personnel, on a more comprehensive basis, whenever effective counterintelligence practices indicate. (Action Security)

7. Creation of greater security consciousness on the part of all personnel by improving initial indoctrination courses and by conducting regular "security awareness" programs. (Action Security)

8. Imposition of severe penalties upon employees at any and all levels who advertently or inadvertently violate security. (Action Security)

9. Establishment of a uniform system for the submission by all overseas missions of regular reports on the status of personnel, physical, documentary and related elements of security. Such reports should be submitted to the Office of Security with copies to the Inspector General and to the appropriate division of the Deputy Director of Plans. (Action DD/P)

10. Periodic security inspections by the Security Office of overseas missions and of DD/P's divisions, staffs and facilities in the United States. (Action Security)

11. Rigid adherence to the "need-to-know" requirement as the basis for dissemination of classified intelligence developed by the covert services and for intra-Agency dissemination of classified data. (Action DD/P in coordination with DD/I)

~~SECRET~~
CONFIDENTIAL

Continuous

~~SECRET~~ ~~CONFIDENTIAL~~

DD/A

12. Continuous indoctrination and guidance to correct the natural tendency to overclassify documents originating in the Agency. (Action Security)

13. Promulgation of definitive standards and procedures governing cover for the guidance of all personnel. There should be a continuing program of monitoring cover in foreign installations. Personnel departing for overseas assignments should be more adequately briefed concerning the importance of cover generally, and in particular their mission and personal cover. (Action DD/P)

25X1

16. Formulation for immediate implementation of emergency plans and preparations, geared to the specific needs of each overseas mission and station, to insure, as far as possible, adequate safeguarding of personnel and safeguarding or destruction of material, in the event of emergency. (Action DD/P)

17. Concentration of C.I.A.'s headquarters operations in fewer buildings with increased emphasis in the interim on improvement of the physical security of C.I.A.'s many buildings and the classified data and materials contained therein. (Action DD/A)

~~SECRET~~ ~~CONFIDENTIAL~~

~~SECRET~~

~~CONFIDENTIAL~~

DD/A

C. With Respect to Coordination and Operations

That one agency be charged with the coordination of all covert operations in peacetime, subject to the provision that necessary flexibility be achievable in time of war. The covert operating capabilities of C.I.A. must be continually improved. Steps toward these ends are:



25X1

with DD/A and Comptroller)

D. With Respect to Organization and Administration

That an intensive organizational study be made to the end of streamlining functions, clarifying lines of responsibility and authority, reducing overhead and increasing efficiency and effectiveness. From our relatively brief examination of organization it is obvious that:

6. Centralized accommodations, hand-tailored to its needs, should be provided to house the Agency. (Action DD/A)

E. With Respect to Cost Factors

That although the activities of C.I.A. should be expanded, costs of present operations should be reduced. This can be in part, accomplished through:

1. The exercise of better control over expenditures for all covert projects, and specifically that (except for those of an extremely sensitive nature) they be made subject to review and approval by the Agency's Project Review

Committee. (Action DD/P)

~~CONFIDENTIAL~~

~~SECRET~~

DD/A

2. Furnishing the Comptroller (under proper security provisions) with sufficient information on all covert projects to enable him to exercise proper accounting control on a fiscal year basis. (Action DD/P; Comptroller will furnish DD/P by 1 January 1955 with a list of all existing covert projects on which there is insufficient information for proper accounting)

~~CONFIDENTIAL~~